

29 DEC 1969

DD / S REGISTRY

FILE *Personnel 12*

The Honorable Robert E. Hampton
Chairman, Civil Service Commission
Washington, D. C. 20415

Dear Bob:

Your memorandum of 2 December 1969 on the subject of the President's Memorandum on Personnel Management Evaluation asked for comments as to areas on which the Commission should focus its effort. I should like to respond to your request first by vigorously endorsing the President's concern for management which fully exploits the ability of our employees.

As you know, the Agency has unique requirements which resulted in a grant of special authorities by the Congress. These have been most effective in permitting us to respond to our special needs in the employment and management of personnel. All echelons of command in CIA are regularly and continually involved in personnel management, and each supervisor in the Agency is periodically evaluated, to the degree appropriate to his level in the Agency, on his performance as a manager of people.

I believe that CIA's personnel management system operates in consonance with the three goals for agency heads which the President set forth. The professional personnel staff, comprising both the central personnel staff and personnel officers assigned to Agency components, constitutes one of our separate "career services." The Director of Personnel and his staff are the principal source of studies and proposals for strengthening and implementing personnel management in the Agency. Professional personnel officers, both with senior command and at the component level, initiate and participate in continuing review, monitoring and study of personnel activities. Starting with the Director himself and down through command channels, there is constant attention to the impact of personnel policies and practices.

As for periodic assessments, special attention and analyses are given to a variety of subjects, such as attrition rates and patterns, our hiring practices, reports of separation which reveal possible trouble spots, and career development programs. The Director has great interest in the results of these assessments and in correcting deficiencies they may reveal. In addition, my bi-monthly meetings with the four Deputy Directors, Inspector General, the General Counsel and the Director of Personnel, always include one or more such personnel matters -- usually special studies or proposals of Agency-wide application.

The three actions which the President directed agency heads to take are accomplished facts in CIA, including the role of the Personnel Director, an internal system of personnel management evaluation, and assignment of responsibilities for assessment of personnel policies and practices. In addition, I believe it important to emphasize that within CIA personnel management is considered a command responsibility and that this has done more to guarantee good management than procedural systematizing.

We would be happy to have our Director of Personnel participate in the Commission's work, keeping in mind the usual restraints of the Agency's security. In any event we are interested in learning the results of the Commission's study.

Sincerely,

/s/ L. K. White

L. K. White
Executive Director

D/Pers (Rewritten O/ExDir/SBreckinridge:sfc)

Distribution:

O - Addressee

1 - D/Pers

✓ 1 - DDS

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UNCLASSIFIED		CONFIDENTIAL	SECRET
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TO	NAME AND ADDRESS	DATE	INITIALS
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2	ER	12/29/69	LR
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	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE

Remarks:

As requested by your office, attached is a proposed response, for your signature, to CSC Chairman Hampton's memorandum of 2 December. STAT

[Signature Box]

K. L. Bannerman

2 - Please send.

STAT

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

Deputy Director for Support 7D26



CENTRAL INTELLIGENCE AGENCY

WASHINGTON, D. C. 20505

OFFICE OF THE DIRECTOR

The Honorable Robert E. Hampton
Chairman
Civil Service Commission
Washington, D. C. 20415

Dear Bob:

Your memorandum of 2 December 1969 on the subject of the President's Memorandum on Personnel Management Evaluation asked for comments as to areas on which the Commission should focus its effort. I should like to respond to your request first by vigorously endorsing the President's concern for management which fully exploits the ability of our employees.

As you know, this Agency from its beginning has enjoyed unusual authorities which have permitted us to develop a strong personnel management system. All echelons of command in CIA are regularly and continually involved in personnel management, and each supervisor in the Agency is periodically evaluated, to the degree appropriate to his level in the Agency, on his performance as a manager of people.

I believe that CIA's personnel management system operates in consonance with the three goals for agency heads which the President set forth. The professional personnel staff, comprising both the central personnel staff and personnel officers assigned to Agency components, constitutes one of our separate "career services." The Director of Personnel and his staff are the principal source of studies and proposals for strengthening and implementing personnel management in the Agency. Professional personnel officers, both with senior command and at the component level, initiate and participate in continuing review, monitoring and study of personnel activities. Starting with the Director himself and down through command channels, there is constant attention to the impact of personnel policies and practices.

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The three actions which the President directed agency heads to take are accomplished facts in CIA, including the role of the Personnel Director, an internal system of personnel management evaluation, and assignment of responsibilities for assessment of personnel policies and practices. In addition, I believe it important to emphasize that within CIA personnel management is considered a command responsibility and that this has done more to guarantee good management than procedural systematizing.

We would be happy to have our Director of Personnel participate in the Commission's work, keeping in mind the usual restraints of the Agency's security. In any event we are interested in learning the results of the Commission's study.

Sincerely,

L. K. White
Executive Director

Executive Director-Comptroller
7D59 Headquarters

As requested by your office, attached
is a proposed response, for your signature,
to CSC Chairman Hampton's memorandum of
2 December.

R. L. Bannerman

STAT Deputy Director for Support 7D26 ☐

Att. DD/S 69-5574 dtd 2 Dec 69

Subj: President's Memo on Personnel Management Evaluation

Distribution:

Orig. - Addressee

✓ 1 - DD/S Subj

1 - DD/S Chrono

DD/S 69-5668

The Honorable Robert E. Hampton
Chairman
Civil Service Commission
Washington, D. C. 20415

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We would be happy to have our Director of Personnel participate in the Commission's work, keeping in mind the usual restraints of the Agency's security. In any event we are interested in learning the results of the Commission's study.

Sincerely,

L. K. White
Executive Director

Distribution:

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1 - ExDir
1 - ER
1 - D/Pers
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1	Deputy Director for Support 7D-18 Headquarters		
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<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	SIGNATURE

Remarks:

Here is a suggested reply to reference memoranda.

(NO PRIDE OF AUTHORSHIP)
 PW

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ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Remarks:

Attached received from General Cushman's office. Executive Director has not seen.

Have we received and replied to Mr. Hampton's 2 December memorandum? Please take appropriate action. Suggest that any written response be over Executive Director's signature.



SUSPENSE: 18 December

STAT

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

EA/Executive Director 7D59HQ

11 DEC 1968

DRAFT/RSWattles

Mr. Robert E. Hampton, Chairman
U. S. Civil Service Commission
Washington, D. C. 20415

Dear Bob:

Your 2 December memorandum on the subject of the President's Memorandum on Personnel Management Evaluation asked for comments about areas in which the Commission could focus its work in developing evaluation techniques. I should like to respond to that request first by vigorously endorsing the President's concern for management which fully exploits the ability of our employees. I would not presume, however, to suggest what the Commission should do in providing leadership to other agencies of the government. From the beginning of this Agency, we have enjoyed some unusual authorities which have permitted us to develop a very strong personnel management system. I should like to say something about what we do here and, should any of it be of use to the Commission's efforts, we would be most pleased.

We always have taken the view that our principal assets are our people and that personnel management is a command responsibility. All echelons of command in CIA are regularly and continually involved. In fact, to the degree appropriate to his level in the Agency, every supervisor is evaluated on his performance as a manager of people.

As to the three goals for Agency Heads, the professional personnel staff constitutes one of our career services, which permits careful selection, a continuing training program and a controlled developmental

rotation among various kinds of personnel assignments. Whether assigned to the central office or to unit personnel sections with one of the Agency components, our personnel people remain members of our Personnel Career Service. The Personnel Director and his staff are the principal source of studies and proposals for strengthening and implementing the personnel management in the Agency. By both intent and practice there is continuing participation of the personnel professionals, both at the component level and with senior command, in a continuing review, monitoring and study of personnel activities. From the Director himself down through command channels, there is constant attention to the impact of personnel policies and practices.

The President spoke of periodic assessment. To the degree that we have periodic reporting, so then is our assessment periodic, but as a matter of practice the assessment is essentially a continuing one. Special attention is given, from time to time and in some cases on a regular schedule, to review of attrition rates and patterns, our hiring practices, reports of separation which reveal possible trouble spots and career and developmental programs. Additionally, the Director of Personnel is charged with initiating special studies and reviews as circumstances seem to dictate. It may serve to illustrate the continuing nature of senior concern to note that bi-monthly I meet with the four Deputy Directors, our Inspector General, the General Counsel and the Director of Personnel. Our agenda always includes one or more personnel

items -- usually a special study or proposal on an Agency-wide matter.

The three actions which the Agency Heads were to take are already accomplished facts in CIA. The role of the Personnel Director in formulating and implementing personnel policies is clearly spelled out in our Agency regulations. As suggested above, the Agency has had from the beginning an internal system of personnel management evaluation. Although in a formal sense the periodic analyses and reports perhaps can be called a system, I believe it is more important to emphasize that it is the Agency's philosophy that effective personnel management is a command responsibility and that this has done more to guarantee good management than any procedural systematizing. Finally, the third goal -- that of assigning responsibility for this function -- is and has been my responsibility as it was my predecessors to act on behalf of the Director. I must note, however, that such a delegation does not mean that the Director has delegated his personal interest and concern.

To the extent that his contributions could be meaningful in the context of other Federal agencies and within the limits of this Agency's security, we would be happy to have our Personnel Director

participate in the Commission's work. But in any circumstance, we would be most happy to have the advantage of applying as we can any products of the Commission's study.

Sincerely,

L. K. White
Executive Director

DD/S 69-5035/2

Executive Registry
69-5035/2

IN REPLY PLEASE REFER TO

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D.C. 20415

December 2, 1969

YOUR REFERENCE

MEMORANDUM TO ASSISTANT SECRETARIES FOR ADMINISTRATION
AND EXECUTIVE OFFICERS OF ALL EXECUTIVE DEPARTMENTS
AND AGENCIES

SUBJECT: PRESIDENT'S MEMORANDUM ON PERSONNEL MANAGEMENT
EVALUATION

The attached memorandum from Chairman Hampton to Under Secretaries and Principal Deputies indicates the types of actions that the Commission is undertaking to assist agencies in carrying out the President's directive on personnel management evaluation.

As the Chairman pointed out, the establishment of an agency personnel management evaluation system to meet the President's objectives will, in many cases, require a good deal of concerted developmental effort on the part of agencies. The Commission in consultation with agency personnel directors is developing Governmentwide evaluation system requirements within which agencies can develop an internal plan to meet the President's requirement for evaluation.


In developing these minimum requirements we recognized the need for sufficient flexibility to allow each agency to develop a plan best suited to its management environment, its capability, and its resources. This flexibility should be used to put together the type of evaluation plan that can best serve the needs of your organization within the capability that you can devote to it.

Once such a system has been designed it must be followed through with sufficient resources to permit it to operate effectively. In some cases the establishment of an evaluation system may require shifting of emphasis or methods in the total administrative program to free up enough resources for evaluation. Otherwise, developmental costs are wasted, the evaluation system does not fulfill its promise and the evaluation process is discredited.

The Commission has assigned high priority to this effort because we have witnessed the impact that effective personnel management evaluation can have on better accomplishment of management's mission goals.

2.

With the full support of your management and staff team I am sure that the personnel management process and therefore the total management process within your organization can realize these benefits.


Nicholas J. Oganovic
Executive Director

Attachment

U.S. CIVIL SERVICE COMMISSION

OFFICE OF THE CHAIRMAN

WASHINGTON, D.C. 20415

December 2, 1969

MEMORANDUM TO UNDER SECRETARIES OR PRINCIPAL DEPUTIES
OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: PRESIDENT'S MEMORANDUM ON PERSONNEL MANAGEMENT
EVALUATION

On October 9, 1969, the President issued a memorandum to heads of departments and agencies that re-emphasized the need for effective management of personnel resources. He made quite clear his personal concern for "the kind of personnel management in Government that fully taps the creative and productive capacity of our workforce." In underscoring the importance of the personnel function, the President set out a number of essential goals for agency heads:

- To develop the highest order of expertise and competence among the professional personnel staff.
- To make maximum use of personnel staff expertise in formulating and implementing personnel management policies, and
- To insure periodic assessment of the total management impact of personnel policies and practices.

To accomplish these goals he directed each department and agency head (1) to clearly establish the role of the personnel director in formulating and implementing personnel policies, (2) to establish an internal system of personnel management evaluation, and (3) to assign responsibility for establishing and reviewing the effectiveness of such a system to his under secretary or principal deputy.

The President's directive outlines key roles in the evaluation process for both department under secretaries or principal deputies and directors of personnel. The assignment to the under secretary or principal deputy of primary responsibility for establishment and review of the personnel management evaluation system in no way lessens the personnel director's essential role in the evaluation process. In fact, in line with the strong emphasis the directive places on professional personnel staff involvement in the development and implementation of personnel management policy, the personnel director and his staff should be intimately involved in the design and operation of the agency evaluation system.

2.

The role of the under secretary or principal deputy is to review both the effectiveness of the evaluation process and the impact of the findings on the total management of the agency. The final evaluation product should, therefore, be directed to the under secretary so that the results of personnel management review can be woven into the overall management review within the agency. The President's directive does not, therefore, require the establishment of operating responsibility for the evaluation system at the under secretary level.

Our experience shows that while a few agencies do have ongoing evaluation systems the majority do not. The President's requirement means that in many cases agencies will need to devote a good deal of developmental thought to this effort, and resources must be found to carry it through.

The personnel management reviews that are now made by the Civil Service Commission and by some agencies internally clearly demonstrate the many opportunities that exist for better personnel management. These reviews prove the value of personnel management review in achieving agency mission goals. To be truly effective the evaluation process requires top management attention and commitment. It is an inherent part of the total management process, and it deserves the highest priority to insure that essential Federal programs are not held back by stale and unresponsive administrative practices.

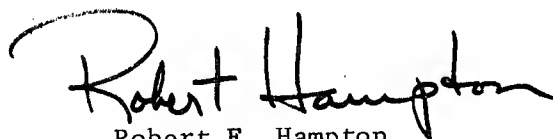
In addition to the goals he established for agency managers, the President directed the Civil Service Commission to exercise Government-wide leadership for effective personnel management evaluation. Because of the growing demands that Federal programs are making for high quality personnel and because of the size and cost of the Federal payroll, I view the President's directive as one of the highest priorities before the Commission. I can assure you that the Commission will be making every effort to assist agencies in carrying out the President's goals. Since you have one of the principal roles in this effort, I want to let you know what the Commission has done and what we plan to do to carry out our leadership responsibility.

- o We have been working closely with agency directors of personnel to develop a uniform framework of minimum evaluation system requirements. Within this framework each agency will be able to design an evaluation plan that meets its own management needs for internal assessment. The Commission will be issuing these minimum requirements as part of the Federal Personnel System.

3.

- o Through the Commission's program of personnel surveys we will continue to review agency personnel practices and evaluation efforts to motivate and to assist in the development of effective agency systems. Our long-range objective is to divert more Commission survey effort to problem solution and consultative activity where it is needed as agencies progress in their efforts to evaluate personnel practices internally. We will be working out individual evaluation arrangements with agencies in this regard.
- o The Commission will also be placing major effort on researching evaluation methods, insuring evaluation capability and expertise throughout the Government, developing guidance on the use of personnel management information and providing advice and consultation in the design of agency systems. Already the Civil Service Commission staff has been consulting with agency personnel directors to identify the type of guidance and training that agency evaluators need so that we can work out a program to build up evaluation knowledge and evaluator capability.

As I have mentioned, the Commission will be placing major emphasis on assisting agencies to strengthen their evaluation activities as a means of improving personnel practices. We will continue to seek the advice and counsel of personnel directors as we carry out our leadership role. I would be interested in any comments you may have about areas in which you feel the Commission should focus its leadership efforts.



Robert E. Hampton
Chairman

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